

SECOND ANNUAL REPORT

**PERFORMANCE MONITORING AND
EVALUATION PROJECT**

**U.S. AGENCY FOR INTERNATIONAL
DEVELOPMENT**

REPUBLIC OF MALI

MACRO Technical Assistance Team (TAT):

August 25, 1998 to August 24, 1999

USAID Contract No. 624-C-97-00-00058-00

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LIST OF ACRONYMS USED IN MACRO TAT REPORTS

CDIE	Center for Development Information and Evaluation (of AID/W)
COTR	Contracting Officer's Technical Representative
DG	Democratic Governance Objective
DRHE	Direction Regionale de l'Hydraulique et de l'Energie
GIS	Geographic Information System
GRM	Government of the Republic of Mali
HIPC	Heavily Indebted Poor Countries
HQ	Headquarters
I/C	Info/Comm
IDA	International Development Association
IMF	International Monetary Fund
Info/Comm	Information and Communication Objective
/M	Mali
MACRO/HQ	MACRO International, Inc. Headquarters
M&E	Monitoring and evaluation
MIS	Management information system
MSU	Michigan State University
NGO	Non-governmental organization (usually a national-level PVO)
PM&E	Performance monitoring and evaluation
PVO	Private voluntary organization (international)
R4	Results Report and Resource Request
RCC	Results Coordinating Committee
REMADOC	Reseau Malien de la Documentation
RF	Results Framework
RPM	Results Package Manager
SCF	Save the Children Fund
SEG	Sustainable Economic Growth Objective
SO	Strategic Objective
SOAG	Strategic Objective Agreement (between USAID and the GRM)
SOT	Strategic Objective team
SpO	Special Objective
TA	Technical assistance
TAT	Technical Assistance Team
US	United States
USAID	US Agency for International Development

GENERAL INTRODUCTION

As an agency, USAID is a leading example of responding to the spirit underlying the Government Performance and Results Act (GPRA), which required all government agencies to adopt a strategic perspective by the end of 1997. USAID/Mali was one of several USAID Missions that served as Country Experimental Laboratories that made the commitment to implement National Performance Review recommendations for improving performance.

Over the past several years, USAID/Mali has developed a set of Strategic Objectives (SOs) and Special Objectives (SpOs) that will guide its program operations and planning for seven years. In addition, its development of a Country Strategic Plan used a participative process that involved the wide variety of stakeholders essential for successful developmental work, and the input from stakeholders and the diagnostic data became the basis for envisioning how USAID assistance might best be used to further Mali's own objectives. This process resulted in the vision for Malian development captured by the slogan, "More Mali, less Aid!"

A key task for USAID/Mali's future is to continue in the directions started. Performance information must be used to steer the Mission's activities toward its Strategic Objectives, and stakeholders must have accurate information about "what is happening" concerning each intended development activity.

To speed achievement of its development goals and its vision of becoming a continuous learning organization, USAID/Mali in September 1997 awarded a contract to Macro International, Inc. to establish and implement a "Results Center" within the Mission. The goals of this Center were:

To keep USAID Mali on-track to achieve its developmental goal, "Mali achieves a sustainable level of political, economic, and social development that eliminates the need for concessional foreign assistance"; and

To make USAID Mali a continuous learning organization.

To achieve these goals, Macro has been responsible for providing a full range of program planning, performance monitoring, evaluation, and communications support to enable USAID/Mali to achieve, measure, report on, and communicate its development results. The Macro Technical Assistance Team (TAT) works in close and continuous collaboration with USAID/Mali's Strategic and Special Objective Teams (SOTs) and with Mission administration to provide a central supporting resource for USAID/Mali and to build Mission capacity in all facets of performance monitoring and evaluation (PM&E).

Work under the contract began in September 1997 with a visit to USAID/Mali by the Macro Home Office Project Manager. In October 1997, Macro's Chief-of-Party arrived in Bamako, and other project staff came on board shortly thereafter. Initially, the Macro project team was composed of five professional staff, including the Chief-of-Party, Monitoring and Evaluation (M&E) Specialist, MIS/GIS Specialist, Information/Communications Officer, and Economics Advisor. All of these personnel played a major role in establishing the Results Center in Year One and in carrying out Year Two project activities in the functional areas described above and in this report.

In August 1998, the Macro Chief-of-Party departed the project. At that time, USAID/Mali and Macro International jointly agreed to reconfigure the project team and to dispense with the term "Results Center". Since that time, the team has been referred to as the Macro Technical Assistance Team (TAT), and has been led by the Macro M&E Specialist (Technical Assistance Team Leader). The other three members of the TAT have remained in

their original positions.

In October, 1998, the TAT prepared and submitted its workplan for the Project's second year (Option Period 1). This workplan paralleled the new results objectives for the project, as set forth in September, 1998 by USAID/Mali. Each of the TAT's quarterly reports and this Annual Report for Option Period 1 reflects the TAT's activities and progress toward meeting these objectives.

The Macro project will conclude in August, 1999, having met with much success in a variety of areas, including but not limited to the transfer of M&E skills and capabilities to Mission personnel via workshops and individualized technical assistance, the development and implementation of user-friendly MIS and GIS systems for use in monitoring and evaluation activities, the creation and maintenance of an in-house M&E documentation center and website, provision of technical assistance in preparing the Mission's annual R4 submissions, and the production and dissemination of economic data and analyses.

EXECUTIVE SUMMARY

This Annual Report on the US Agency for International Development Mali (USAID/M) MACRO Technical Assistance Team (TAT) Project (Contract No. 624-C-97-00-00058-00 to Macro International, Inc.) covers the period August 25, 1998 to August 24, 1999.

TAT programmatic activities (Section II) include the following: Definition of TAT Objectives, Tasks, and Results; Roles, Rights, and Responsibilities; Team Structure and Functioning; TAT Management Information System (MIS) and Monitoring and Evaluation (M&E); Visitors and Contacts.

Section III, Cross-Cutting and Mission-Wide Services includes: Ad Hoc Tasks, SOAG, Policy Analysis, and Documentation and Information Dissemination.

Section IV Program Performance M&E Services. This refers to **General Program M&E and Results Report and Resource Request 9R40 Assistance** and reflects the MACRO TAT "Option Period One" 1998/99 Workplan Results in terms of service to the USAID Strategic Objective (SO) and Special Objective (SpO) Teams:

Result No. 1 (Workplan Section A) Format and structure for the Mission's Results Frameworks (RF) and Performance Monitoring Plan for all Strategic and Special Objectives (SOs and SpOs) developed and submitted to the Mission for comment:

Result No. 2 (Workplan Section B) Data collection systems, which provide the structure for measuring performance, as contained in the Results Frameworks, developed and recommendations made for making them operational.

Result No. 3 (Workplan Section C) Systems for gathering economic information on key elements within the Malian and neighboring West African economies developed and economic analyses performed on a periodic basis.

Result No. 4 (Workplan Section D) Geographic Information Systems (GIS) mapping for locality, percentages, coverage, etc. for USAID and larger Mission needs in Mali and West Africa developed and disseminated as appropriate.

Result No. 5 (Workplan Section E) Based on the Mission's Policy Matrix and current agenda, a system is established for reporting and measuring progress.

I. INTRODUCTION

This report is organized in rough parallel to the MACRO TAT workplan and covers the period August 25, 1998-August, 24, 1999.

Section II of the report deals with TAT programmatic matters, Section III addresses crosscutting activities, and Section IV covers the core of TAT work such as program performance monitoring and evaluation. Activities, progress, and contract deliverables are organized into each of the five results that comprise the TAT's objectives for Option Period One.

II. PROGRAMMATIC ACTIVITIES

A. DEFINITION OF TAT OBJECTIVES, TASKS, AND RESULTS

On August 24, 1998, the first year of the contract officially ended and the contract was modified to change the orientation of the TAT from a task-oriented service delivery unit to a training unit for Mission staff on "how to" perform the various tasks that have been carried out by the TAT. In conjunction with the contract modification, five results objectives were identified for project year two (Option Period One) of the MACRO Technical Assistance contract. The TAT's workplan for 1998/1999 was submitted to USAID/Mali based on these newly defined results. The results for option period one are:

- C Format and structure for the Mission's Results Frameworks and Performance Monitoring Plan for all Strategic and Special Objectives developed and submitted to the Mission for comment.
- C Data collection systems, which provide the structure for measuring performance, as contained in the Results Frameworks, developed and recommendations made for making them operational.
- C Systems for gathering economic information on key elements within the Malian and neighboring West African economies developed and economic analyses performed on a periodic basis.
- C Geographic Information Systems mapping for locality, percentages, coverage, etc. for USAID and larger Mission needs in Mali and West Africa developed and disseminated as appropriate.
- C Based on the Mission's Policy Matrix and current agenda, a system is established for reporting and measuring progress.

B. ROLES, RIGHTS, AND RESPONSIBILITIES

Roles

The role of the MACRO Technical Assistance Team changed in response to TA needs for Option Period One. Training became a more important function than direct Technical Assistance. Rather than providing direct services to the individual teams, the TAT staff concentrated on transferring that capacity to team members. As a result, TAT team members were no longer attached to individual SO Teams, instead the most appropriate person was tasked with assignments based on their technical expertise.

Rights

Under Option Period One, any assignments falling outside of the five results listed above were considered ad hoc. Tasks requested by an SO, SpO Team or individual, which fell outside of the five objectives were vetted through the Results Coordinating Committee (RCC), the Contracting Officer, or the MACRO Team Leader as appropriate. The MACRO TAT was given the right to refuse tasks that fell outside of those five results in order to ensure that priority was given to the USAID Mission SO and SpO Team's tasks over ad hoc requests.

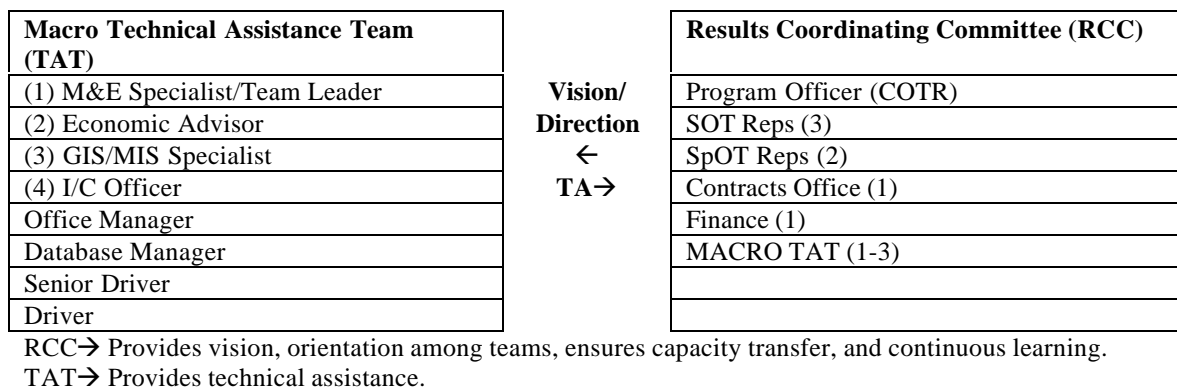


Figure 1 MACRO TAT'S Relationship to the Mission

Responsibilities

A Results Coordinating Committee was formed to give the MACRO TAT overall guidance and oversight in terms of its roles and responsibilities, and to serve as the final decision-making body on matters requiring TAT input. The Contracting Officer's Technical Representative (COTR) was designated to chair this Committee and to serve as the decision-maker with respect to any requested ad hoc tasks that fell outside of the five results. The TAT was responsible for providing any needed assistance for the identified work, drawing expeditiously from MACRO's experience, support and guidance.

C. TEAM STRUCTURE

TAT Structure

With the commencement of Option Period One, the "Macro Technical Assistance Team," was led by the Macro M&E Specialist (Technical Assistance Team Leader). The three other TAT professional staff members maintained their original positions and titles. An office manager, intern, and two drivers provided support to the team.

In January, 1999, a consultant was brought on board to assist in the creation of a user-friendly database in Microsoft Access. A student from Michigan State University's Agricultural Economics program was also hired as a consultant for two months to assist the SEG team in creating people-level indicators. In addition, two MACRO staff members travelled to Mali to assist the TAT: one to conduct a feasibility study for a cross cutting survey, another to facilitate the introductory statistical analysis workshop held in March, 1999, and yet another to conduct the Qualitative Data Analysis workshop held in April 1999.

TAT Staff Enrichment Training

During October, 1998, the Information and Communications Officer attended enrichment

training at MACRO International Inc. headquarters' office in Calverton, Maryland. Her month- long training included *Business Writing when English is a Second Language*, and web page editing, graphics and file transfer software. The I/C Officer used this experience to train the Mission's sub-webmasters in various software packages, including Homesite, AOL Press, Survey solutions, Paint Shop Pro, Animation shop, Photo Impact, Smart Draw and Cute FTP.

In December, 1998, the TAT Team Leader attended an *Improving Your Managerial Effectiveness* workshop offered by the American Management Association. While in the U.S., she also visited Macro's headquarters and for a one-week orientation and a more thorough familiarization with the company's services.

D. TAT MIS AND M&E

The TAT MIS

Early on in Option Period One, the TAT MIS was modified to reflect the time reporting system used by MACRO International. The MACRO monthly time sheet was then re-coded to reflect the workplan tasks executed by each member of the team. This MIS was responsive to the Mission's request for the TAT to report its work by "account codes" according to client type (SOT, SpO, the Mission as a whole, other parties as requested by USAID/Mali, etc.). The TAT also pilot tested the Youth SOT's monthly Pri-Task system, tailoring it to general TAT tracking and team coordination needs. These two forms were then numerically keyed to the TAT's workplan for tracking tasks, personnel, and time expended by workplan task number.

Each of the Quarterly Reports submitted during Option Year One contained a table providing detailed information on the number of hours spent on each workplan task. These tables reflected the TAT's work hours by "account codes" for each quarter, based on the workplan's five results and general project management activities. General MACRO Technical Assistance Team management and reporting consumed 2343.25 hours during this period representing approximately 1/3 of the 7405.25 hours recorded. These figures do not include the number of hours worked for external and local consultants.

Table 1. Hours Spent on Workplan Tasks from September 1st 1998 through August 24th 1999

Code	Description	Hours
00	Ad hoc	415
A.1.	Establish a system for Managing for Results	10
A.1.2.	Conduct initial M&E Workshop	8
A.1.2.	Provide SOTs with format and structure for M&E plans, which will feed into results frameworks	242.5
A.1.3.	Assist each SOT in developing M&E plans	10
A.1.3.1.	Assist with Mini R4	41.5
A.1.3.2.	Refine plans, indicators and results frameworks	354.5
A.1.3.3.	Conduct retrospective reviews of M&E plans, including lessons learned and development of recommendations for system improvements	17

Code	Description	Hours
A.1.3.4.	Provide technical assistance to SOTs re system components	210.5
A.2.	Assist with R4 preparation and production	70
A.2.3.	Review overall R4 for consistency, accuracy, completeness of test, tables, figures, policy matrices and style/voice	88
A.3.1	Provide on the job training in Managing for Results	14.5
A.4.1.	Statistical Analysis Training	155
A.4.2.	Qualitative Data Analysis Training	157
A.4.3.	Results Frameworks and the R4 process	38
A.4.4.	Indicator development, selection, validation, and analysis	106
A.4.5.	M&E Plan development	45
A.6.	Prepare “How-to” M&E Guide for USAID/Mali	186
B.1.	Develop Management Information System (MIS)	72
B.1.1.	Observe PVO’s established MIS systems	25
B.1.2.	Meet with SOTs to review specific MIS needs and data flow	80
B.1.3.	Design Access database, including data entry program, query forms, and report forms	226.5
B.1.4.	Pretest MIS with SOTs	222.5
B.1.5.	Revise MIS as needed	253
B.1.6.	Implement MIS	8.5
B.1.6.1.	Conduct mission-wide presentation of MIS and obtain feedback	9.5
B.1.6.2.	Prepare written guidelines and instructions for MIS operations	18
B.1.6.3.	Train appropriate mission staff in MIS operations and maintenance	4
B.2.	Operation of bibliographic database (CDS-ISIS) for storage and retrieval of performance measurement information	91
B.2.1.	Collection and Maintenance of R4 supporting Materials	118.5
B.2.3.	Provide individualized training to USAID mission Personnel in database operation	12
B.3.1.	Obtain USAID mission agreement for commune level survey buy in	48
B.3.2.1.	Survey planning	9
B.3.2.2.	Questionnaire development	23
B.4.	Website development	45
B.4.1.	IC Officer in US for English technical writing and communications medium training	237
B.4.2.	Development of TAT brochure	12

Code	Description	Hours
B.4.3.	Individualized training for SOT Sub-Webmasters in web page development, including HTML, graphics, page layout, input of data and information, advice on visual presentation, etc.	87
C.2.	Develop basic “How-to” manual on curriculum on economic analysis	115
C.3.	Conduct training on one key economic development in national and regional economic arenas	373
C.4.	Produce economic information for web pages	230
C.5.	Respond to appropriate ad hoc requests for economic analyses	77
C.6.	Prepare and deliver economic briefings and presentations	89
C.7.	Provide individual technical assistance	16
D.1.	Conduct GIS awareness presentation	110.5
D.2.	Develop criteria for mission personnel who will operate GIS	14.5
D.6.	Provide individual technical assistance	24
E.2.	Provide individualized assistance to SOTs in interpreting their policy matrices	1
E.3.	Collect and review best practice	12
E.4.	Based on experience with existing system and review of best practices, prepare recommendations and new policy matrix model	162
E.5.	Meet with team leaders to review new model and train staff in its application	66
E.8.	Prepare written instructions for use of revised policy matrix system	2
	Total number of hours	5062

Consultant Data Base

The consultant database boasts 469 candidates with a range of skills that span 71 categories from Agro Forestry to Zoo Technology. This database, originally created as an M&E reference resource, houses CVs of persons with experience in working with Non-governmental Organizations (NGOs), Private Voluntary Organizations (PVOs), and International and Bi-lateral agencies, including USAID.

E. VISITORS

During Option Period One, visitors to the TAT included the following:

- C Philip Vernon, Director, CARE Mali
- C Sarah Kambou, New Director, CARE Mali
- C Curtis Reed, Representative, CLUSA Mali
- C Bob Rabatsky, Senior Project Manager, Chemonix

- C Kadidia Konare, New Staff Orientation, Budget and Accounting
- C Kalilou Tigana, M&E Specialist, Chemonics
- C Raymond Gervais, M&E Consultant
- C Erin Eckert, M&E Consultant
- C Michel Paquet, Youth Consultant
- C Seiichi Tanoika, Japan Infrastructure Development Institute
- C Renata Lok Dessallien, Deputy Resident Representative and Program Director, UNDP
- C Clara K. Cohen, Ph.D., AAAS Science and Diplomacy Fellow, USAID/G/EGAD/AFS
- C Kathleen A Parker, MPH, Supervisory Health Education Specialist, CDC
- C Kathleen A Parker and Caroline Ryan, MD, MPH, Associate Director International Activities, CDC

The Contact database boasts several hundred different contacts from various NGOs, PVOs, International and Bi-lateral agencies, including USAID personnel.

F. CLOSE-OUT PLAN

With the conclusion of the Macro contract at the end of Option Year One, the TAT prepared, submitted, and implemented a close-out plan incorporating the following activities: inventory of all software and equipment and recommendations for its disposal, audit of MACRO TAT's financial accounts, a timeline of events remaining in the 98/99 workplan and the reporting schedule.

The Information and Communication (I/C) Officer also prepared a project closeout Compact Disk (CD) which serves to supplement the hard copy information submitted for project closeout. The CD contains five categories of TAT reporting information based on the original contract objectives:

- C Performance Monitoring reports
- C Results Review and information
- C Annual reports
- C Short informational reports
- C Annual workplans

All documents and deliverables (quarterly reports, annual reports, workplans, and various reports and presentations produced by TAT) were saved as HTML documents, edited and formatted for easy retrieval.

III. CROSS-CUTTING AND MISSION-WIDE SERVICES

AD HOC

During the fourth quarter of Option Year One, the TA Team Leader and MIS/GIS Specialist volunteered as observers for the May 2nd 1999, Communal elections. The Democratic Governance (DG) team organized this independent observation effort; the I/C Officer subsequently prepared a virtual report which was circulated throughout the Mission and Embassy. The report may be found on the DG web page at the following address: <http://croco.usaid.gov/governance/inforeports/votes.html>

SOAGS

In the first quarter of Option Year One, the SOAG implementation plans were presented in the PROPS meetings. The MACRO TA Team Leader attended these presentations and provided feedback as appropriate.

POLICY ANALYSIS

During this Option Period, the Macro Economist attended a number of conferences on the West African Economic environment. These included:

- The Heavily Indebted Poor Countries (HIPC) conference (November, 1998), during which results of a two-week analysis of Mali's economic and financial situation were presented, followed by a discussion of Mali's performance that was generally viewed as positive.
- The Equity and Growth through Economic Research in Africa (EAGER) Roundtable in Bamako. The roundtable discussions centered around three studies funded by USAID on Manufacturing, Rice and Livestock.

The Macro Economist also participated in the Africa Trade and Investment Policy Program (ATRIP) presentations with the SEG Team. In addition, he attended strategic objective planning meetings with the Regional Strategy Team, and participated in the Mission Program Plan (MPP) process through document review and attendance at the MPP planning meeting. The MPP project for Mali aims to increase Mali's economic competitiveness in the West African region.

Cross cutting policy activities included a presentation to Mission staff on the Euro, covering three main themes: 1) definition of the Euroland, 2) presentation of the currency integration implications for the European economies in terms of growth, employment, trade development and the world economy, and 3) implications for the CFA zone economies, more specifically for the Malian economy in terms of trade development, and policy issues surrounding the CFA franc when the French franc is phased out in 2002. The Macro Economist researched this topic using resources available in the TAT documentation center. This presentation can be found in its entirety on the MACRO TAT Intranet web page at the following address: <http://croco.usaid.gov/tathome/index.html>

DOCUMENTATION AND INFORMATION DISSEMINATION

Major activities carried out by the I/C Officer during this Option Year included:

- Preparing a draft information plan to share with Mission teams.

- Introducing the Ecco Pro scheduling software to the Direction Core, and training the administrative assistant in its use. Installed Net Manage Ecco Pro on the Youth Team's computers and conducted individual training in the use of this scheduling software.
- Making MACRO TAT documents available on the local USAID/M intranet web page. These included all quarterly reports, the first year's annual report, workshop documents, and special presentations made by MACRO TAT staff.
- Creating a glossary of M&E "AID Speak" terminology from the CDIE web page to link to the USAID/M Intranet web page for quick reference by the M&E Specialists and RPMs.

M&E Reference Center

Reference Center activities included:

- Adding new resources to the Center in preparation for the M&E workshop.
- Coordinating documentation center services with REMADOC, a center involved in consolidating information from a consortium of documentation centers, including schools, university departments, and institutions which have similar documentation centers.
- Receiving, downloading, cataloging, and circulating documents from the World Bank, the Banque Central des Etats de l'Afrique de l'Ouest, and CDIE.
- Updating and searching the MICRO CDS/ISIS document database, including the conduct of keyword reviews to eliminate redundant entries, updating of catalogued entries, and addition of M&E and R4 support documents received by the MACRO TAT.
- Maintaining contact with the new coordinator for the Réseau Malien de la Documentation who is touching base with all major documentation centers in Bamako.
- Updating and circulating recent lists of M&E documents housed in the documentation center. The Center's bibliographic database currently boasts over 450 records.
- Updating a final version of the catalog to be turned over to the Program Office with the Micro CDS/ISIS database

TA in Information Presentation

In this area, the I/C Officer and other TAT team members:

- Provided the new webmaster with content for the Mission Intranet Web Page, including a brochure completed for D&G that became part of their start-up Web Page.
- Provided technical assistance and advice on the design of the USAID/Mali Intranet pages in collaboration with the Business Center.
- Created informative maps generated especially for the Intranet Web page to be included in each SOTs Information Outreach Plan.
- Trained Mission sub-webmasters in web page development.
- Assisted teams in updating their Intranet pages.
- Assisted the Economics Officer at the Embassy with presentation equipment for a workshop.

- Developed and conducted a presentation on Managing for Results to UNDP representatives from West Africa.
- Assisted the Youth Team and the Food for Peace Office in setting up video equipment for their workshops.

IV. PROGRAM PERFORMANCE M&E SERVICES

A. RESULT NO. 1

Format and structure for the Mission's Results Frameworks and Performance Monitoring Plan for all Strategic and Special Objectives developed and submitted to the Mission for comment.

A.1. Establish a system for managing for results

A major part of establishing the "system" for managing for results involved putting the system components together as an organic and operative whole. This objective concerns itself with the components of such a system.

Mission-wide PM&E Workshop.

The TAT organized and conducted a two-day, Mission-wide workshop on approaches and best practices for performance monitoring and evaluation of development-related results. To ensure that workshop design was responsive to Mission needs, an iterative series of meetings were held with the USAID Program Officer and SOT M&E Specialists. Two planning meetings and several individual sessions were organized by the MACRO TAT to define the teams' expectations for the M&E workshop. New Reference Center M&E acquisitions for potential relevance to or use in the workshop were reviewed. Prior to the workshop, a new agenda, a resume of reference material available in French, and CDIE materials were compiled into two readers. Following the workshop, the Macro Economist circulated a workshop evaluation questionnaire and analyzed the results.

The MACRO TAT was responsible for the organization, logistics, and the execution of the workshop itself. The services of two consultants were used to assist with workshop organization and execution. The reports of these consultants were submitted as attachments to the October, 1998 quarterly Report.

The workshop was scheduled for a maximum of 35 participants, and was attended by 25 Mission personnel, including the Mission Director and Program Officer.

A major tool introduced at the M&E Workshop was a form designed to help SOTs organize their M&E activities over a five-year period. The design breaks program planning into quarters by type of monitoring and evaluation activity. Each team was asked to begin an M&E plan based on this formula and to elaborate upon these plans within their teams as appropriate.

The TAT's M&E Workshop series addressed each of the components of the USAID "system" for managing for results. The first workshop in the series was held in September, 1998 and addressed the entire system. A follow-up 2-1/2 day workshop, held in March, 1999, addressed what mission personnel perceived as the most critical need at USAID -- statistical analysis. To aid Mission staff in identifying critical needs, participants completed a questionnaire several weeks prior to the workshop. Questionnaire results showed that M&E specialists and RPMs were at different levels of experience in the use of statistics, and that there was a strong interest in sampling methods, data processing, data analysis and

interpretation of analysis results. Mamadou Thiam, a Macro International staff member, prepared and conducted a two-day workshop on selected sampling methods, descriptive statistics, and regression analysis. Thirteen USAID personnel (M&E Specialists and Results Package Managers) successfully completed the workshop and received certificates confirming their participation. Thiam's report was submitted as an attachment to the Quarterly Report for that period.

To account for different levels of experience, participants were divided into two groups -- novice and advanced -- for the purpose of computer laboratory exercises. One group worked with descriptive statistics while the other worked with regression analysis. Participants were introduced to general statistical concepts, which enabled them to better understand statistical results presented in reports, and to make them aware of potential problems when using statistical tools.

During the fourth quarter of Option Year One, a Macro consultant conducted training in Qualitative Data Analysis. The Macro TAT planned this workshop in response to requests for a better understanding of how to interpret Private Voluntary Organization (PVO) reports. Eleven Mission staff members received certificates for their participation in this extremely challenging workshop. A workshop report was submitted as an attachment to the July, 1999 Quarterly Report.

The TAT Team Leader also conducted an Indicator Workshop along with a session on how to use the M&E Guide. The Workshop focused on the different types of indicators used in Managing for Results based on CDIE Tips #12. In preparation for the workshop, the I/C Officer adapted the indicator test grid diagram created for the Sustainable Economic Growth (SEG) Team by consultant Christopher Penders. Following a review of the team's results frameworks, she adapted this grid to the various SO/SpO Teams' needs. This will serve as a useful tool for developing indicators in the future since it compliments the USAID Performance Monitoring Plan. The I/C Officer also conducted a literature review to create a glossary of indicator definitions and a PowerPoint presentation to elaborate indicator types. Supporting material from the MEASURE Project were used to supplement this material.

The final workshop on M&E Plans was the culmination of all workshops conducted previously. The M&E Plan put forward is a one-page form created by Macro's MEASURE Project. Users were guided through each section and were requested to answer five questions designed for a Center for Development Information and Evaluation brown bag on working with USAID partners in planning M&E. USAID/Mali workshop participants were provided with comprehensive instructions on completing the form, as well as their role in working with their PVO partners. The form will also serve as a useful tool for creating evaluation plans, since it compliments the USAID Performance Monitoring Plan.

In addition to the workshops mentioned above, the MIS/GIS Specialist and the I/C Officer assisted the USAID Skills Development Advisor with a survey research plan being carried out by an independent contractor. Their input involved identifying activities; creating baselines, planning tools and methods for resources and time allocation; and pre-pilot program identification of potential indicators. The independent contractor's survey report was circulated and the information presented to the Youth SOT.

A major accomplishment during this Option Year was the finalization of the North's Results Framework in October, 1988. The TAT met with both the Team Leader and M&E Specialist to refine the North's Draft Results Framework, and the TA Team Leader, Macro Economist and MIS/GIS Specialist worked with the North Team to identify potential indicators. This was done in combination with the MIS/GIS Specialist's field trip to the North, where he worked with the Program Officer, North Team and PVO partners to define

and refine indicators to be used in the North's Results Framework. The field team also reviewed PVO data collection systems for measuring performance as contained in the Results Frameworks, determined the potential for PVO harmonization with the USAID/Mali system, and provided recommendations for making them operational. The final approved Draft of the Results Framework was submitted with the March R4.

Sill another major accomplishment was the establishment and finalization of targets and denominators for the Education sub-sector in Youth. The Macro Economist and MIS/GIS Specialist were instrumental in assisting the Education Assistant Results Package Manager (RPM) to understand the formulas used by the Centre de Plannification et de Statistiques at the Ministry of Education. Monitoring activities revealed that Save the Children Fund (SCF) Kolondieba was having problems with these formulas. The MACRO Team Leader accompanied the Education Assistant RPM on a field trip to SCF Kolondieba to study their formulas for these indicators. After realizing that the formulas were a bad "fit" for the SCF Kolondieba system, it was recommended that the 6th grade attainment rate formula be revised to fit their program. This attainment rate is a flux diagram using the promotion, repetition and dropout rates in a chronological series. The Macro Economist proposed a new formula for the rate and incorporated it into the flux diagram. The PVOs met with the Youth Education sub-sector RPMs and the Health Coordinator to discuss the formulas and to reach a common understanding of the indicators they could measure and provide to USAID/Mali. The result was a standard reporting form for PVOs to report community school data and a prototype database in Excel for data storage and retrieval. This spreadsheet served as the first step towards the Education sub-section of the mission wide MIS.

A student from Michigan State University's Agricultural Economics program was hired as a consultant for two months to assist the SEG Team in the creation of people-level indicators. Christopher Penders worked with the SEG Team during the months of February and March, 1999. His assignment involved assisting the SEG Team create a framework to monitor the impact of their interventions at the people-level. This objective was met, and a framework provided to the USAID/Mali SEG team. However, since the Team was concerned that implementing this framework was beyond their capabilities, considerable effort was put forth to help the SEG team develop appropriate alternatives that would serve as a practical, intermediate solution. A meeting was held between the SEG team and their partners in Mali to begin the process for collecting and reporting the necessary information to monitor and update people-level indicators. Penders' report was submitted as an attachment to the Quarterly Report for that period.

Technical assistance provided to individual teams in terms of refining indicators and results frameworks consisted of the following:

- Advised on a survey designed to measure attitudes and behavior changes attributed to radio messages broadcast in areas covered by development oriented radio stations.
- Analyzed the impact of female candidates in the results of the last municipal election in Mali.
- Recorded notes from the D&G PVO Workshop on M&E.
- Assisted in the analysis of annual survey data.
- Reviewed the proposed M&E strategic plan for DG Team.
- Assisting the North SpO refine indicators, policy matrix, and their Results Framework for the R4,

- Calculating Education indicators for student:teacher ratio in community schools and number of new community schools registered in 1998 for the Youth Team,
- Anticipating the amount of financial support the PRODEC should expect to receive for secondary and post secondary schools as a percentage of the public budget for DG,
- Attending the PVO partner's meeting with the SEG team to facilitate discussion on the proposed framework for collecting and reporting people level indicators,
- Assisting Youth's health sector to identify the lowest geographic level they could use to account for a partner's activity when the partner moves from one location to the other.
- For a Skills Development program, assisted in setting up a Microsoft Project time manager for program start up, advised on survey procedures for creating baselines for the program, and identified and refined potential indicators to measure results, and provided on-the-job training in the use of Microsoft Project as a planning tool.
- For the *Bonjour Docteur* program supported by the Youth SOT, provided TA on measuring the impact of broadcasting activities in the radius of Bamako.
- The TAT also assisted the DG Team by creating commune level questions on behalf of the other teams to be included in the DG questionnaire to help determine Mission wide synergy.

Another major contribution to understanding USAID/Mali's role in guiding PVO partners in their M&E plans was accomplished this year. The MIS/GIS Specialist was requested by the Sustainable Economic Growth (SEG) Team to participate in an M&E workshop sponsored by the Office du Niger. After 30 years, the Office du Niger still does not have an M&E system in place. The MIS/GIS Specialist assisted workshop participants in defining their M&E and data system needs. Two representatives from the Office du Niger participated in the M&E plans workshop. With the understanding that the creation of such a system is the responsibility of the Office du Niger and SEG, they are now on the right road to the development of a plan and a system.

A.2. R4 Assistance

The MACRO TAT assisted with the preparation of the R4 warm-up exercise. Activities included submitting the DRAFT *R4 Guidance package* to be used as instructional material for the exercise, analyzing data for the submission in the mini-R4 tables, and assisting in the creation of presentation graphics. Section II from the R4 Guidance Package was finalized and circulated by the Program Officer as a *Mini-R4 Guide*. Specific MACRO TAT tasks included analyzing data for the mini-R4 tables and assisting in the creation of presentation graphics with individual SO Team members. The MACRO TAT also worked with Democratic Governance (DG) and Info/Comm teams on their data tables and narratives, and on the Youth SOT's presentation material.

The R4 Guidance Package was completed in collaboration with the Program Office. This Guidance Package is intended for use as a reference manual for writing R4 2001. In October 1998, in preparation for the R4 in March 1999, a MACRO core consultant professionally edited the R4 Guidance Package. It was completed when *FY 2001 R4 Guidance Cable*, State 236829, PPC, 12/28/98 was received and the instructions incorporated into the text. The Program Office combined the various teams' contributions into a master document and circulated the R4 2001 drafts. TAT staff reviewed Section II narratives and tables, and electronically submitted both technical and stylistic feedback and suggestions to the R4 authors.

As was the case in the project's first year, the bulk of the MACRO TAT's contribution to the R4 involved checking for text to data consistency, and formatting the report narratives and tables.

As noted previously, the TAT arranged for a doctoral student from Michigan State University's Department of Agricultural Economics to create a methodology for SEG indicators showing human impact. The same consultant also created an annex to the R4 on behalf of SEG illustrating the "Human Face" of their programs.

A.6. Prepare "How to" Guide for USAID/Mali

The "How To" M&E Guide was finalized during the fourth quarter of Option Year One. The Guide is composed of the nine modules listed below. The Guide and modules are designed to take staff through the Monitoring and Evaluation process to help them better Manage for Results at USAID. A training session on utilization of the Guide was held for Mission personnel in June, 1999.

- Module One: Introduction to Monitoring and Evaluation
- Module Two: Using a Results Framework and selecting appropriate indicators,
- Module Three: Framework For Planning Project Data Needs
- Module Four: Project Monitoring for Activity Managers
- Module Five: Using Case Studies to Illuminate Results
- Module Six: Issues In Grantee Evaluation And Self-Evaluation
- Module Seven: Creating a Performance Monitoring and Evaluation Plan
- Module Eight: Using statistical analysis at USAID/Mali
- Module Nine: Reporting
- Appendix One, *AID Speak*, a Glossary of terms used at USAID in Managing for Results
- Appendix Two, the *R4 Guidance Package*, created by the MACRO TAT for USAID/Mali.
- Appendix Three, *Revisions to USAID's Performance Planning, Monitoring and Reporting System*, MFR Revisions, 10/20/98

B. RESULT NO. 2

Data collection systems, which provide the structure for measuring performance, as contained in the Results Frameworks, developed and recommendations made for making them operational.

B.1. Develop Management Information System

In August, 1998, TAT staff attended a World Education (WE) workshop in Koulikoro, visited WE headquarters, and made a subsequent visit to a WE NGO in the field. The purposes of these activities were to enable the TAT to obtain firsthand knowledge of what types of data are collected for the two sectors with which World Education works (D&G and Youth), and to observe the data flow (from communities through local NGOs to World Education) to the reporting stage for USAID, and the relevant GRM agencies.

The MIS/GIS Specialist and Macro Economist worked with the Education sub-team on

indicator development and subsequently created a form for PVO data collection and a spreadsheet for data management. This was one of the first steps towards harmonization of indicators with the PVOs through a common understanding of expected outputs, definitions and formulas. It also led to the creation of a database spreadsheet that serves as the Education subsection of the Youth Team component of the mission-wide MIS.

The Mission-wide Management Information System (MIS) -- a user-friendly Access database -- was completed in the third quarter of Option Year One. Over a dozen pull down reports were completed for each team. Report format and indicator selection criteria were defined by the end users for each report.

The first step in the process involved presenting an MIS to the Mission's Team Leaders, M&E Specialists and Results Package Managers to make them aware of the potential of such a system. The MIS/GIS Specialist and MIS consultant then met with the members of each team to identify their data storage and reporting needs. This created the basis for the system's preliminary design. Since the Youth and SEG SOT's are the largest, theirs were the first to be designed. Data entry panels and automatically generated reports were created for both of these SOTs, followed by the creation of data entry panels and automatically generated reports for the Health and Education sectors and the SEG team's Microfinance Results Package Manager.

For each team, tables, data entry forms and reports were developed according to the end user's needs. Once completed, the data entry panels, reports, their linkages and formulas were tested, and the system was made available to the teams for actual use.

Navigation and operation training sessions were provided to all teams using their respective database sections. Individual team members were coached and assisted during these sessions. After successful completion of the training, the MIS/GIS Specialist copied the respective data base section to each team member's computer.

An MIS User Guide for database operation was also prepared. This document elaborates each SO and SpO team's section of the MIS separately. The introduction covers basic features that are common to all sections of the MIS as well as shared attributes when navigating the database, entering data, filtering and browsing records. The guide was tested for user friendliness by an objective third party who was successful in using it to operate the database.

The MIS follows the results framework's basic structure in terms of lumping indicators by intermediate and SO results. Standardized reports were created to draw information from the data generated by the database. Throughout the process, Mission staff were encouraged to visit the MACRO TAT office to view the progress being made on the MIS.

Prior to the project's conclusion, the TAT handed over the MIS to the USAID/Mali Mission. This was accomplished through a series of meetings with the Mission staff who will be responsible for system maintenance and data input. At the final meeting the MIS/GIS Specialist made a presentation outlining the responsibilities of all parties. He confirmed the decisions made in previous meetings about the data input responsibility of the Results Package Managers (or their delegated representatives) and the quality control issues of data management, especially where it concerns PVO data.

B.2. Operation of bibliographic database CDS ISIS for storage and retrieval of performance measurement information

The CDS ISIS software and bibliographic data were transferred to a new computer and the USAID equipment returned to the agency. The document center now holds over 450

documents, and a new catalogue of holdings was produced and distributed. The training description for capacity transfer on the use of CDS ISIS was completed, and the I/C Officer provided training to various USAID Mission personnel on its use.

The I/C Officer also updated key words in the Micro CDS ISIS database to eliminate redundancies, checked for spelling errors and inconsistencies in similar definitions of documents, and tracked R4 supporting documents.

B.3. Cross SOT annual commune level survey to measure impact

A scope of work was prepared for a survey planning consultant and an activity description submitted as part of the Option Period One workplan. A feasibility study was the first step in the process to determine whether a Cross SOT survey was a viable option for USAID/Mali.

Gora Mboup, a Macro staff member, visited Mali to conduct preliminary research on the feasibility of a cross-cutting survey, and it was subsequently determined that such a survey was not a viable option for USAID/Mali. After interviewing the Results Package Managers, Team Leaders and M&E Specialists, it was clear that the USAID/Mali teams were happy with their data collection systems. During an RCC meeting, it was concluded that the study demonstrated that a cross-cutting survey would prove complex and costly when compared to the DG survey. To implement the cross-cutting survey, it would be necessary to have a properly defined set of indicators and an accurate list of target areas for each team. The budget, before finalizing either, was estimated at between U.S. \$164K and \$236K depending on the type of cross-cutting survey. The DG survey costs approximately U.S. \$65K, therefore the idea of adding just a few questions to the DG questionnaires for the benefit of other teams emerged and was examined by the teams. The Macro Economist was requested to formulate two or three questions per team to be added to the DG survey schedule for fall of 1999. After consulting with each of the teams, he formulated several questions expressing their concerns. These questions were recommended for inclusion in the DG annual survey. A draft of the questionnaire was discussed and revised with representatives of each team in the Mission prior to being sent to the Democracy Officer, who will collaborate with the teams on this in the future.

B.4. Website development

The I/C Officer completed training descriptions for sub-webmasters in conjunction with the Mission's business center, and held discussions with business center personnel concerning the tools and methodologies to be adopted for training. She also developed a training curriculum and provided individualized training to the sub-webmasters. In February, 1999, the I/C Officer held a three-day workshop on web page design, the purpose of which was to provide training to the sub-webmasters on the use of basic web page development tools. Training focused on the use of various HTML and image editing software, as well as word functions for linking objects. Ten staff members, one from every team at USAID/M, attended this training.

The I/C Officer also provided TA to the North SpO Team to update their web page. During the fourth quarter of Option Year One, the I/C Officer conducted refresher training for the North Team's sub-webmaster to follow up the three-day sub-webmaster workshop conducted previously.

She additionally updated the MACRO TAT web site with the 1998/99 workplan, training descriptions, the PowerPoint presentations generated for the Statistics Workshop, the

mission-wide presentation on the Euro, a glossary of M&E terms and definitions used by CDIE, and the TAT quarterly and annual reports. She created hyperlinks and “hot tables of contents” for all of these documents for quick retrieval. These may be found at the following address: <http://croco.usaid.gov/tathome/index.html> The I/C Officer also browsed the USAID CDIE site for information to add to the documentation center and to forward to the teams.

C. RESULT NO. 3

Systems for gathering economic information on key elements within the Malian and neighboring West African economies developed and economic analyses performed on a periodic basis.

C.2. Develop basic "how-to" manual or curriculum on economic analysis

The Macro Economist developed descriptions and themes for use as training topics for workshops on “how to conduct an economic analysis”. These were used as the basis of a curriculum for participants to guide them in conducting such analyses in the future. A "How-To Guide" for conducting an economic analysis was also created and circulated as a checklist and information sheet. This guide serves as a resource and follow-up to the economic analysis workshops. These and the list of other documents that can be used as economic analysis resources were circulated to the list "Bamako everyone."

C.3. Conduct training on key economic development in national and regional economic arenas

Three workshops were organized and conducted by the Macro Economist with the aim of building capacity in economic analysis:

- Workshop #1: “Ajustements structurels et équilibres macroéconomiques,”
- Workshop #2: “Utilisation pratique des statistiques et évaluation d’impacts,”
- Workshop #3: “L’UEMOA et les instruments de la politique commerciale.”

These topics were selected based upon the Mission’s needs (as determined following the first M&E Statistical Analysis workshop) in conjunction with informal consultations with the SO and SpO teams. Following the workshops, the Macro Economist carried out a formal workshop evaluation and submitted the results as an attachment to the Quarterly Report for that period.

The objectives for workshop #1 were:

- To explain the theoretical and practical foundations of structural adjustments (process, policies, programs, and implications in terms of social programs like health and education),
- To explain the experience of Mali in the structural adjustment process, and
- To present and discuss the economic foundations of structural adjustments.

The objectives of workshop # 2 were:

- To make participants better familiar with statistics and their interpretations,
- To make them better understanding the concept of program impact evaluation,
- To demonstrate how to use regressions to evaluate program impacts.

The objectives of workshop # 3 were:

- To better understand the West African Economic and Monetary Union (WAEMU) as an institution (its programs, objectives, policies, etc.),
- To underline WAEMU actions or activities towards the integration process of the west African countries,
- To examine and evaluate the costs and benefits of some trade policy tools like tariffs on imports, subsidies on exports, quotas, etc,
- To examine trade policy tools used in Mali and their conformity with GATT and WTO rules.

Ibrahim Kimto, from the Regional Strategic Team, led part of this last workshop. In general the workshops were appreciated and they aided in enlightening and facilitating discussion of economic issues at USAID/Mali.

C.4. Produce economic information for web pages

The Macro Economist produced two informational journal publications entitled "Le Point Economique." The first of these addressed Mali's trade imbalance since 1980, the importance of Net exports in the expansion of an economy, major trading partners for Mali's import and export trade, and the "big picture" trade balance by country. The second publication was concerned with the effects of the G7 Summit on the Malian economy. Both publications were widely circulated within the USAID mission and the American Embassy, and can be found on the MACRO TAT Intranet web page at the following address:

<http://croco.usaid.gov/tathome/index.html>

C.5. Respond to appropriate ad hoc requests for economic analysis

In preparation for the arrival of 20 US businessmen, the Macro Economist prepared a document on potential business opportunities in Mali.

D. RESULT NO. 4

Geographic Information Systems mapping for locality, percentages, coverage, etc. for USAID and larger Mission needs in Mali and West Africa developed and disseminated as appropriate.

GIS-related Activities performed during Option Year One included:

- Produced maps indicating Peace Corps Volunteer (PCV) activities along with United States Information Services (USIS) and National Institutes of Health (NIH) intervention areas in Mali for an Embassy presentation.
- Production of population information and maps for visual presentations including an ad hoc request from Info/Comm on Peace Corps activities.
- Maps for the D&G team indicating locations of their partners in the 175-commune "triangle" of activities. Created maps of the 178 locations in which D&G's PVO partners are working, and assisted D&G team members to create presentations in PowerPoint using these maps to educate their partners and stakeholders.
- Providing CLUSA with information on population covered by community radios in the 175-commune "triangle" of activities to assist them in identifying future needs for their target beneficiaries in terms of radio messages broadcast.

- Providing technical advice to the National Group on Microfinance in conjunction with the SEG Microfinance Results Package Manager. The bulk of this was informing them how GIS technology can help them monitor activities and plan strategically.
- Providing the North team with maps indicating current PVO activities in the North, performed in conjunction with the drafting of the North Results Framework.
- Making regular updates to the community radio database for Info/Comm.
- Conducting a new GIS analysis was conducted for the population and villages covered by community radio to aid the Info/Comm SpO in preparing for reporting on their indicators in the R4.
- Preparing a map for CARE Mali map showing where the survey for pilot Skills Development activities took place.
- Creating a GIS map for the 5km-population radius surrounding primary schools in the targeted zone of intervention. Three PVO partner's were represented on these maps: World Education, AFRICARE and Save the Children. Results were presented as percentage of villages in the targeted zone and by partner.
- Creating a map for the Mission Director showing the synergies at USAID for a briefing presentation.
- Initiating collaboration with Action Contre la Faim and the Direction Regionale de l'Hydraulique et de l'Energie (DRHE) in conjunction with implementing a database on existing water points in the North.

The MIS/GIS specialist also conducted a GIS awareness presentation for Mission personnel. This presentation focused on the system's potential for monitoring, as well as USAID staff members' responsibilities for acquiring recent data from their PVO partners in order to make the GIS maps more meaningful.

E. RESULT NO. 5

Based on the Mission's Policy Matrix and current agenda, a system is established for reporting and measuring progress.

The Macro Economist worked with the Mission Director and PROPS Committee to develop a new policy matrix, which is a framework based on best practice information. The first step in this process began in 1988 when the Macro Economist started researching best practices from other USAID Missions and other organizations. The new policy matrix framework was presented to the PROPS meeting in late April, 1999. PROPS Team members expressed the need for some concrete application(s) of the policy matrix to understand how to use this tool. Working with the DG Team, the Macro Economist applied the new policy matrix framework to the DG Cooperative Law reform and submitted examples to the DG Team Leader and Political Officer. Following discussions of the example with the DG Team, the first draft of the matrix was completed and submitted as an attachment to the July, 1999 Quarterly Report. It can also be found on the server as: U:/public/resdocs/policym. The matrix is an MS Word document with hyperlinks to other descriptive text. The final draft was submitted to the PROPS committee for approval prior to project closeout.